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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

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## ROLE OF EMPLOYEE TRAINING IN CREATING A BEST PLACE TO WORK AND RETAIN THE BEST TALENT IN THE ORGANISATION

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### ABSTRACT

*This paper aims examines the relationship between organizational branding and training and its effectiveness which helps to increase the best talent in the organization. The study has been done in "JSW, Ltd". India's second largest private sector steel maker JSW steel limited was originally incorporated as Jindal Vijayanagara Steel Limited on March 15, 1994. The corporate exposure and learning report has been done in "JSW Steel Ltd" and I have chosen my area as "Training and its effectiveness". This article is based on, a detailed personal interview using structured questionnaire was used to collect primary data. The secondary data was collected through websites. Sample size of 100 respondents was chosen on the basis of random sampling. Training effectiveness is to determine the ability of the participant in the training programme to perform job, for which they were trained, the specific nature of training deficiencies whether the trainees required any additional on the job training and the extent of training needed for the participant to meet the job requirement. The main objective of the study is to know about the Employees satisfaction towards training and its effectiveness in the organisation. The results which can be concluded from this study are that training given at JSW Steel Ltd., is very effective and most of the training programmes are successful in respect of the subject grasped by the employee and the ability to use skills after training programme. It includes introduction about the company and company profile. It includes Research design, Research methodology, Objectives, Data analysis, Finding, Suggestions and Conclusion.*

### KEYWORDS

training, training effectiveness, employee retention.

### 1.1 INTRODUCTION

Training in any organization has become an integral part of their functions to make their management and the employees more efficient, productive and competent person in the market. Training is a problem solving device for any kind of men power problem in the organization. It increases employee morale which in turn reduces the grievances, complaints and attrition rate of the employees and it attempts to improve their performance on their current job or prepare them for intended job. Training effectiveness helps in determining the degree success in achieving the programme objectives and to prepare the benefit of the training effectiveness.

#### MEANING OF TRAINING

Training is an action of teaching a person or animal a particular skill or type of behaviour. Specific transfer of same skills to similar settings for the purpose of addressing gaps in skills or knowledge learning (Dr. Simon Priest)

#### EMPLOYEE RETENTION

**Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time.** Every organization invests time and money to groom a new joiner, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stay in an organization for the maximum period of time.

#### NEED & IMPORTANCE OF EMPLOYEE RETENTION

Let us understand why retaining a valuable employee is essential for an organization.

- **Hiring is not an easy process:** The HR Professional shortlists few individuals from a large pool of talent, conducts preliminary interviews and eventually forwards it to the respective line managers who further grill them to judge whether they are fit for the organization or not. Recruiting the right candidate is a time consuming process.
- **An organization invests time and money in grooming an individual and make him ready to work and understand the corporate culture:** A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is a complete wastage of time and money when an individual leaves an organization all of a sudden. The HR has to start the recruitment process all over again for the same vacancy; a mere duplication of work. Finding a right employee for an organization is a tedious job and all efforts simply go waste when the employee leaves.
- **When an individual resigns from his present organization, it is more likely that he would join the competitors:** In such cases, employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new joiner is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees.
- **The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better:** They perform better than individuals who change jobs frequently. Employees who spend a considerable time in an organization know the organization in and out and thus are in a position to contribute effectively.
- **Every individual needs time to adjust with others:** One needs time to know his team members well, be friendly with them and eventually trust them. Organizations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all. When a new individual replaces an existing employee, adjustment problems crop up. Individuals find it really difficult to establish a comfort level with the other person. After striking a rapport with an existing employee, it is a challenge for the employees to adjust with someone new and most importantly trust him. It is a human tendency to compare a new joiner with the previous employees and always find faults in him.

- **It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization:** They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly badmouth their organization and always think in favour of the management. For them the organization comes first and all other things later.
- **It is essential for the organization to retain the valuable employees showing potential:** Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

**Most important factors that attracted employees younger than 40 to an employer**

1. Job security
2. Base pay
3. Healthcare benefits
4. Vacation/paid time off
5. Organization's reputation as a great place to work
6. Length of commute
7. Career development opportunities
8. Retirement benefits
9. Challenging work
10. Promotion opportunities

**Most important factors that attracted those age 40 to 49 to an employer**

1. Healthcare benefits
2. Base pay
3. Job security
4. Vacation/paid time off
5. Challenging work
6. Organization's reputation as a great place to work
7. Retirement benefits
8. Length of commute
9. Career development opportunities
10. Relationship with supervisor/manager

**Most important factors that attracted those age 50 and older to an employer**

1. Job security
2. Healthcare benefits
3. Base pay
4. Retirement benefits
5. Length of commute
6. Challenging work
7. Vacation/paid time off
8. Organization's reputation as a great place to work
9. Organization's products/services
10. Caliber of co-workers

Hiring employees is just a start to creating a strong work force

**ORGANIZATION BRANDING**

"Branding" by definition is the coherent outward expression projected by an organization. A "corporate brand" is a product of an organization's corporate strategy, mission, image, and activities. Corporate brands distinguish organizations from their competitors, orient the organization in the minds of customers and employees, and create a perception of what an organization stands for.

"Organizational branding" refers to the practice of promoting the brand name of a corporate entity, as opposed to specific products or services. The activities and thinking that go into corporate branding are different from product and service branding because the scope of a corporate brand is typically much broader. It should also be noted that while corporate branding is a distinct activity from product or service branding, these different forms of branding can, and often do, take place side-by-side within a given corporation. The ways in which corporate brands and other brands interact is known as the corporate brand architecture.

Organizational branding refers to creating an image about the company in people's mind. It involves all business activities that attract large number of customers, which helps in distinguishing itself from the competitors. It also attracts large number of employees by following the principle of transparency and ethics in business processes. Business leaders who follow ethics in their activities create huge sum of followers leading the organization towards excellence.

The term "employer brand" signifies what kind of employees currently working with an organization, employer branding has been defined as a company's efforts to communicate to existing and new staff what makes it an attractive place to work and maintaining a company's image in the eyes of its associates and potential hires. Employer branding is therefore concerned with the attraction, engagement and retention initiatives targeted at enhancing the company's employer brand. Employer branding has recently become a very prevalent concept for HR professionals and researchers.

Nowadays, organizations have become aware that through the practice of Employer Branding the best talent in the market can be attracted, retained, and motivated. Earlier, organizations used to attract the talent by offering good compensation packages, but gradually, it has been observed that it is not only good salary that attracts the employees; but other factors too influence the choice of organization by the employees. Employer branding is a relatively new approach towards recruiting and retaining the best possible human talent within an employment environment that is becoming increasingly competitive (Backhaus and Tikoo, 2004). The term Employer Brand was first used in the early 1990s to signify an organizations reputation as an employer. Since then, it has been commonly implemented by the global management community. Employer brand is the image of an organization as a great place to work in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers, and other key stakeholders). The art and science of employer branding is, therefore, concerned with the attraction, engagement, and retention of initiatives targeted at enhancing a company's employer brand (Minchington, 2010).

In our world people react more and more to names and reputations, to rumors and word of mouth. They do not see the headquarters or the factories any more (Kapferer J-N., 2008). In a survey of 703 people, 61% said they had found their most recent job via word-of-mouth (CassidyC. And Kreitner R., 2010). Organization's employees will talk to their friends and family about their job. They are quite likely to encourage them to apply for an opening if they feel good about the organization, their supervisors, and the nature of their job.

Organizational Attractiveness: Organizational attraction is defined as an attitude or expressed general positive affect towards an organization which contributes to it being viewed as a desirable entity with which to initiate some relationship (Aiman-Smith, Bauer and Cable, 2001, p. 221). Specifically, for an organization as employer, it refers to potential employees viewing an organization as an appealing and positive place to work (Rynes, 1991; Ehrhart and Ziegert, 2005).

Individuals have different needs and look for jobs that are able to satisfy those needs (Schneider, 1987). Potential applicants' perception of organizational attractiveness is formed by their individual perceptions of available information about the organization, including job advertisements, websites, brand advertising and stories from employees and other informed people (Brown et al., 2003; Dineen et al., 2002; Lemmink et al., 2003). Organizations use various forms of

recruitment communication to influence perceptions. Recruitment is defined as the activities and practices an organization executed to identify and attract potential employees (Brown et al., 2003).

Employer branding plays not only a large role in attracting high quality job applicants (Wilden, Gudergan & Lings 2010) but also in making employees aware of the advantages of working for the organization, and in developing within them pride in working for the firm thus supporting retention of talent (Judson, Gorchels & Aurand 2006).

Brennan, Locke and Naidoo (2007) claimed that UK academic staff are mostly employed as fixed-term contract staff; and therefore, they tend to leave when their contract ends to find a permanent job or to pursue a better job opportunity in academia. The findings of Metcalf et al. (2005) suggest that providing reasonable pay and promotion opportunities will reduce staff turnover for universities. Promotion was found to highly influence retention of academic staff (Brennan, Locke & Naidoo 2007; Locke 2007; Metcalf et al. 2005). Likewise, this study will help to find out many other factors will influence the employees to stay back with the organization for a longer duration and serve better.

#### INDUSTRY PROFILE AND COMPANY PROFILE

Steel is crucial to the development of any modern economy and is considered to be the backbone of the human civilisation. The level of per capita consumption of steel is treated as one of the important indicators of socio-economic development and living standard of the people in any country. It is a product of a large and technologically complex industry having strong forward and backward linkages in terms of material flow and income generation. All major industrial economies are characterised by the existence of a strong steel industry and the growth of many of these economies has been largely shaped by the strength of their steel industries in their initial stages of development.

#### STEEL INDUSTRY INDIAN SCENARIO

The steel sector in India is almost a century old, and exhibits significant economic importance due to rising demand by sectors such as infrastructure, real estate, and automobiles, in domestic as well as international markets. The level of per capita consumption of steel is an important determinant of the socio-economic development of the country.

The Indian steel industry is divided into primary and secondary sectors. The primary sector comprises a few large integrated steel providers producing billets, slabs and hot rolled coils. The secondary sector involves small units focused on the production of value-added products

Such as cold rolled coils, galvanised coils, angles, columns, beams and other re-rollers, and sponge iron units. Both sectors cater to different market segments.

#### BACKGROUND AND INCEPTION OF THE COMPANY

JSW is part of \$10 billion OP Jindal Group. It has grown to \$5 billion in little over a decade and has presence across various sectors - Steel, Energy, Minerals, Port & Infrastructure, Cement, Aluminium and IT. JSW Steel, the flagship company of the JSW Group, is today an integrated steel manufacturer. JSW Steel is the largest private sector steel manufacturer in terms of installed capacity.

The Group set up its first steel plant in 1982 at Vasind near Mumbai. Soon after, it acquired Primal Steel Ltd., which operated a mini steel mill at Tarapur in Maharashtra. The Jindal's, who had wide experience in the steel industry, renamed it as Jindal Iron and Steel Co. (JISCO). In 1994, in order to achieve the vision of moving up the value chain and building a strong, resilient company, Jindal Vijayanagar Steel (JVSL) was setup, with its plant located at Toranagallu in the Bellary-Hospet area of Karnataka, the heart of the high-grade iron ore belt and spread over 3,700 acres of land. It is just 340 kms from Bangalore, and is well connected with both the Goa and Chennai ports. In 2005, JISCO and JVSL merged to form JSW Steel.

'Vijayanagar Works'- India's first 10 MTPA steel plant at single location, —the fastest growing steel plant in India. The JSW Steel Vijayanagar plant is the first integrated steel plant to reach 10 MTPA capacity in a single location. It is the first in India to use the COREX technology for hot metal production.

#### JSW VISION MISSION AND QUALITY POLICY

##### VISION

"The vision of the JSW Group is to strengthen its position as the leading producer of coking coal and the leading supplier of coke in the European market, who sets development trends for the whole industry through the highest standards of activities." "Global recognition for Quality and Efficiency while nurturing Nature and Society."

##### MISSION

"The mission of the JSW Group is to supply its Customers with the highest quality coking coal and coke products to ensure steady increase in the Group's value, taking into account the expectations of stakeholders and using the unique resources, competences and skills to guarantee constant improvement of the organization."

"Supporting India's growth in core economic sectors with speed and innovation."

##### CORE VALUES

- Transparency
- Strive for Excellence
- Dynamism
- Passion for learning
- Safety

##### QUALITY POLICY

Quality is the way of life at Jindal. JSW follows strict norms of quality when it comes to resource management, production, services, commitment and working environment. JSW believes the quality consciousness for all economic and social ills. It may be quality of life or quality of business. The trust that is vested on company by their clients and customers stems from company's consistent adherence to quality standards. JSW shall achieve it through:

- Participation of all concerned in an atmosphere of cooperation and oneness.
- Imparting training and enhancing development of all employee in the organization.
- Delivering quality products and services at a competitive price and to achieve customer satisfaction.
- Adopting environment friendly technologies and to nurture a clean and healthy surrounding.

## 1.2 STATEMENT OF THE PROBLEM

- Eliminate problems associated to manufacture periods, and underprivileged place of work culture
- Learn techniques to simplify training a large workforce, including inexperienced or temporary workers
- Standardize work processes to encourage company-wide improvements.

## 1.3 LITERATURE REVIEW

**Phillips and Pulliam (1965):** Stated another measure of training efficiency, return on investment (ROI), and was used by the companies because of the pressure placed on Human Resource Department to produce measures of production for entire excellence administration and continuous quality improvements and the risk of subcontracting due to downscaling. Excessive dispute was originating in the training and progress about the use of ROI processes of training programme

**Jaffee, Cabot. L (1969):** Detailed summary of the strengths and weakness of candidates in line for promotion can be evaluated to determine the type of training mutually beneficial to the individual and to the company. Such an approach is said to be superior to a general course designed to cover broad topics such as communication, motivation and leadership in that pertinent information about the trainees.

**Tung-Chun Huang (2005):** To decide whether training courses yield real profits for minor and moderate enterprises we must examine the connections among those training and their special effects on the business enactment of minor and moderate enterprises. While a number of earlier scholarships have tried to accomplish this task, serious shortfalls, such as unreliable definitions of training and "irregular" methods of training classification and measurement, have raised

doubts about the validity of their conclusions. To remedy these insufficiencies and more exactly assess the relationships between training and training effectiveness, this study works a broad measurement of training including training organization, outflow, period, procedure, and delivery methods. Its outcomes show that firms with refined training structures and strong management support for training are most fruitful at maximizing the effectiveness of their training programs.

**Herman Aguinis<sup>1</sup> and Kurt Kraiger (2009):** Article concentrating on the reimbursements of training for entities and groups, administrations, and the social order. We adopt a multilevel, multidisciplinary, and worldwide perspective to determine that training activities in the organizations can yield significant benefits for each of these investors. Literature desires pre-training and assessment states, training intention and delivery, training evaluation, and transferal of training to recognize the circumstances under which the benefits of training programme.

**Jaideep G. Motwani (1994):** Organizations are in the middle of a competitive revolt and quality development is an significant factor in the exploration to remain competitive. Companies are understanding they are essential to initiate a quality improvement programme and that training is a serious variable in the realisation of that programme. Improvement includes modification, and training makes employees for the change by providing the desired skills to work as a team member, communicate efficiently, and identify and resolve problems. A quality training programme requires positive elements for it to be successful.

**1.4 NEED FOR THE STUDY**

Training is an act of aggregate the understanding and expertise of an employee for performance of a specific job. It is concerned with imparting specific skills for a particular purpose. It is mainly job oriented and it aims at maintaining and improving current job performance. Training is vital for managerial growth and achievement. It is profitable to both employees and employers of an organization. An employee will become more effective and creative if he is trained healthy. In the organisation JSW steel Ltd given more importance to training and development programmes, and it gives different types of training to the employees. Organisation invest huge amount on training and development, so that organisation intended to realise the Return on investment (ROI) from the training programme. Thus there is a need to study the training and its effectiveness at JSW Steel ltd.

**1.5 OBJECTIVES OF THE STUDY**

1. To study about the training programmes at JSW Steel Ltd
2. To find out the effectiveness of training programme in JSW Steel Ltd
3. To find out the benefits of the training programme in JSW Steel Ltd
4. To know whether the employees are satisfied with the training program.

**1.6 RESEARCH METHODOLOGY**

The fundamental success of any research is purely depending on construction of sound investigation proposal. The methodology adopted for the study is descriptive based research. The study attempts to describe the concept of Organizational Branding and attempts to establish the existence of a relationship between organizational branding and HR functions like recruitment & retention. IT companies of Bengaluru will be covered for data collection. The appropriate sample size will also be taken for the study. Mainly the primary Data will be collected through questionnaires and also certain amount of secondary data will be collected from websites and other various sources. Appropriate statistical tool will be adopted to analyse the data.

**STUDY POPULATION**

Employees of JSW Steel Ltd of Toranagallu. Employees with minimum of 5years of industry experience will be considered for the study purpose.

**SAMPLE SIZE**

100 Employees of JSW Steel Ltd.

**PROBLEM:** Training and its effectiveness

**PHENOMENON:** The study attempts to describe the concept of training and its effectiveness attempts to establish the existence of a relationship between organization development and training effectiveness.

**STATISTICAL TOOLS FOR DATA ANALYSIS**

Crosstabs, chi-square Test, Ann ova test.

**TYPES OF DATA**

**Primary data** – Composed for the first time. Primary Data will be collected through structured surveys with the use of a questionnaire.

**Secondary Data** - Secondary data will be collected from websites, Journals, thesis, books and other various sources.

**Tool for data Gathering:** The construction of a research tool or instrument for data gathering is the most significant aspect of a research project because anything mentioned in the findings or conclusions at the end of the study is based upon the type of information is collected, and the data to be collected is entirely dependent upon the questions that are asked to the respondents. The research tool provides the input into the training and hence the quality and validity of the output.

**THE QUESTIONNAIRE**

Structured surveys employ the usage of a survey. A survey consists of a set of queries presented to a respondent for responses. The respondents read the questions, understand what is predictable and then write down the responses themselves. It is called an Interview Schedule when the examiner asks the questions and record the respondent’s answer on the conference schedule. The questionnaire is very flexible. Questionnaire will be developed and verified wisely before being used on a big scale.

**1.7 HYPOTHESIS TESTING**

**TEST - 1**

Ho- there is no significant difference between the length of experience of the employee and their perception about enhancement of productivity after the training programme

H1- there is a significant difference between the length of experience of the employee and their perception about enhancement of productivity after the training programme

DESCRIPTIVE									
increase productivity									
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
Experience	64	4.45	.55	.069	4.29	4.57	3.00	5.00	
10-16moderately experience	19	4.55	.61	.15	4.23	4.82	3.00	5.00	
> 16 highly experience	17	4.58	.55	.12	4.35	4.84	4.00	5.00	
Total	100	4.48	.55	.05	4.36	4.59	3.00	5.00	

ANOVA					
Increase in productivity					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.356	2	.17	.56	.57
Within Groups	30.604	97	.35		
Total	30.960	99			

**INFERENCE**

To test above Hypothesis Anova test is conducted since we have more than two categorical variable in age group. the calculated value at 95% confidence level stood at point 0.563 which is more than p value 0.05. Hence null hypothesis accepted. Which implies that length of the experience of the employee in the company does not increase their perception about enhancement of productivity after training programme.

**TEST 2**

Ho - there is no relationship between the type of training programme employee prefer and method of training given by the organisation.

H1- there is a relationship between the type of training programme employee prefer and method of training given by the organisation.

CHI-SQUARE TESTS			
K	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.25 <sup>a</sup>	8	.73
Likelihood Ratio	5.68	8	.68
Linear-by-Linear Association	.056	1	.81
N of Valid Cases	100		

For the above hypothesis Pearson chi square test is employed at 95% confidence level the calculated value is 0.730 which is >p value 0.05 hence null hypothesis is accepted.

**INFERENCE**

The results of this test review that there is no similarity between the type of training method expected by the employee or provided by the organisation.

**1.8 SCOPE OF THE STUDY**

The study is aimed at seeking information about various training programme. The study also covers the opinion of the employees of JSW Steel Ltd from level eight to level twelve towards training and its effectiveness adopted by the management. Totally it is a managerial function concerned with the HRD programme of the organisation.

**1.9 FINDINGS AND SUGGESTIONS**

- 100% of employees have attended the training programme it implies that the organisation gives more importance to training programme.
- Maximum number of employees undergone all the type of training programme. Most of the employees expected theories, practical knowledge and vocational guidance from the training programmes.
- 98% of employees nearly the entire respondents are agreeing training enhance their performance. 97% of organisation employees are agree training increases productivity. And they agree training achieves their organisational goals.
- 86% of employees are agree training reduces wastage of the organisation, 8% of employees says neither agree nor disagree. Remaining 6% of employees are disagree with this statement. Training moderates the time consuming. Better utilisation of resources
- Training gives more benefits to employees related to their job 100% of employee's benefited from this training programme. Most of the employees says technical training is most beneficial to them.
- All the employees are agreeing training helps new employees of the organisation. 98% of employees are agree training improves self-motivation. We can make out 47% of employees are preferred based on requirement training method remaining employees are preferring both on the job and off the job training method.
- We can understand maximum 59% of employees are benefited from technical training, only 23% of employees benefited all the training programme, remaining 8% of employees prefer different kinds of training programme. Most of the respondents are engineers, those respondents prefer technical training. Safety training creates the awareness of dangers.
- 60% of employees says based on requirement organisation provide training methods to train the employees. We can understand 99% of employees are satisfied with training programmes adopted by the organisation. 98% of employees are satisfied with training department, only 2% of employees dissatisfied of this statement.
- 60% of employee's opinion is based on requirement, 16% of employees preferred classroom method and practical method, and remaining 5% of employees preferred street play method, 3% of employees are preferred outbound method.
- Only 4% of employees prefer theories and vocational guidance, 13% of employees expect practical knowledge, 20% of employees expect relevance to the job training, and maximum 59% of employees prefer all the training programme.
- 53% of employees prefer training centres, 25-32% of employees prefer in house and outbound learning environment, remaining 8% of employees prefer hotels, remaining 7% of employees are prefer any kind of learning environment. 98% of employees are satisfied with training department, only 2% of employees dissatisfied of this statement.
- 72% of the employees agree that employee welfare facilities lead to retain the best talent in the organization.

**SUGGESTIONS**

- Organisation has to provide video based training it will be more effective. Training provide through electronic media to the individuals and groups is known as video based training. It affects learning more in less time, video makes learning lively, training sessions will no longer be a drag, drastic reduction of training cost.
- I understand technical and safety training is most beneficial to middle level employees rather than other training programme because their works includes hazards they work with heavy equipment's and fire. And also most of the engineers are comes in middle level.
- Organisation provide Practical training programme which is most beneficial to employees because practical training gives most knowledge about the job.
- To provide training according to department wise because each department requires different type of training. And departmental employees are operating different kind of jobs.
- Company can provide recognition and certificates to those employees who are completed the training program. Because recognition motivates the employees, it gives reputation to the employees, and it creates more attentiveness to words the training and development programme.
- Organisation can provide E- learning training programme because it reduces cost, it saves the time and money, and it gives flexibility in learning, it helps higher learning retention, it covers maximum number of audience and it gives same training to all the employees, it involves and many learners at time.

- Organisation can provide video cassette to the employees because it can be used in future and it remembers the training programme what the employees are required. And those video cassettes can be used according to the employees convenient.

### 1.10 LIMITATIONS

- The study is conducted at JSW Ltd. Therefore, its findings may not applicable to other industries or organizations.
- There is possibility of result cannot be generalise long organisation
- The study pertains to limited number of employees at JSW.
- The study pertains limited duration for only ten weeks.
- Employees unable to give proper response to questionnaire because of their busy schedule

### 1.11 CONCLUSION

India's second largest private sector steel maker JSW steel limited was originally incorporated as Jindal Vijayanagara Steel Limited on March 15, 1994. Product portfolio of the company includes Hot Rolled Product, Cold Rolled Product, Galvanizes Product, pre-painted Galvanized product and Jindal Vishwas. Organisation gives more importance to the training and development, and also invest enormous volume in training programme. The results which can be concluded from this study are that training given at JSW Steel Ltd., is very effective and most of the training programmes are successful in respect of the subject grasped by the employee and the ability to use skills after training programme. The management in HRM department gives preference to the people to develop their skills and performance by providing them training which fulfils employee's needs and requirements to perform the job. JSW Steel Ltd tries to explore all avenues to achieve their target. Company also provides training to all departments at all levels in order to equip their employees. JSW Steel Ltd. gives more concentration to measure training effectiveness through observation by supervisors and adopt sophisticated techniques to identify the needs of training which helps knowing employees requirements for their self- development and as well as organisation development.

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